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Huntsville Center

Bulletin

*Mark your
calendar now...*

**Scale Back
Alabama
Weigh-in
Jan. 25-29**



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Huntsville Center missions surpass \$1 billion in FY 2009

By Charles Ford
Installation Support and
Programs Management
Directorate

Contracts for installation support projects awarded by the U.S. Army Engineering and Support Center, Huntsville, Ala., in fiscal year 2009 totaled an impressive \$1.09 billion, up from \$991 million last fiscal year and \$608 million the year before.

Huntsville Center is the U.S. Army Corps of Engineers' Installation Support Center of Expertise. Its project managers partner with Corps districts; Directorates of Public Works; Headquarters, Installation Management Command; and other federal agencies on projects.

Army Metering Program

Purpose — To comply with the Energy Policy Act of 2005 and the Energy Independence and Security Act of 2007, advanced meters, known as smart



Photo by Debra Valine

A crusher grinds building debris so it can be recycled for other uses as part of an FRP project.

meters, are being installed on about 6,800 Army, Army Reserve and Army National Guard facilities to monitor and electronically report consumption of electricity, natural gas, steam and water.

The meter data will be electronically transmitted to a central database called the Meter Data Management System that will give energy managers the means to identify excessive energy use, waste and inefficiencies at the facility level. The MDMS will access facility data such as square footage, functional use and type of construction

from the Real Property Inventory to pair with meter readings. The insights gained are expected to spawn corrective actions that can be remonitored by the MDMS to verify the energy savings achieved.

FY 2009 — Fifty-four IMCOM garrisons, six Army Materiel Command garrisons, one USAR garrison and 105 USAR sites were awarded. Of those, 28 garrisons are complete, although metering of

See ISPM on page 6

Commander's thoughts

Happy New Year! I hope everyone had a happy holiday and enjoyed some time with family and friends. We're starting a new calendar year, but as you know, we started our fiscal year Oct. 1. We're already into the second quarter!

Before I get into what's happening in January, I would like to recap a little of what we accomplished in 2009.

Last year, Huntsville Center conducted two change of command ceremonies in two months. First, with Col. Larry McCallister retiring and departing for Alaska with Lt. Col. David Bailey taking over as commander, and again when Lt. Col. Bailey handed leadership over to me upon my arrival. That was an unusual situation that required a lot of effort, but in true Huntsville Center form, both ceremonies went off without a hitch, which showed me early on that I can count on Huntsville Center employees to accomplish any task they are assigned — and do it well!

Lt. Gen. Robert L. Van Antwerp, commander of the Corps of Engineers, visited Huntsville Center, as did many others in our leadership. This illustrates a growing interest in the work we do here. Huntsville Center

has been very busy supporting all the initiatives going on in the Army, from Base Realignment and Closure, Grow the Army and Military Transformation, among others, to the American Recovery and Reinvestment Act.

We had a banner year with contracting actions and dollars obligated. Huntsville Center processed 5,820 actions and obligated \$1.41 billion. While our actions in FY10 look like they will go up to 6,111, our obligations are projected to drop just slightly to \$1.2 billion, which is still very good. It may seem like year-end is a long way off, but it's not too early to start the planning needed to get work processed before crunch time.

We surpassed our Combined Federal Campaign goal of \$75,000. It was a little iffy going into December, but the Huntsville Center employees came through generously for this very worthwhile cause. Our final tally for the 2009 CFC was \$81,073.57. Thank you.

We have a few very important



Col. Nello L. Tortora

events coming up to kick off the New Year: the Winter Leaders Conference is the last week of January, followed by the ISO Recertification Audit the first week of February and the Command Strategic Review the last week of February. Last month I touched on these events, but I would like to remind you this month.

For the ISO audit that will take place Feb. 1-5, two auditors will be visiting the Center to determine how well we are following our Quality Management System processes. They may want to talk to you during scheduled and impromptu interviews. Please take the time now to click on the icon on your desktop and get familiar with how to find the processes, make sure your processes are up-to-date and that you are following them. That is what ISO is all about: having processes and following them.

The CSR later in February does not require the employee interaction like the ISO audit. The CSR affords Huntsville

See Commander on page 4

Hails and farewells

Welcome to new employees —

Bruce Abell, Engineering Directorate, Medical Center of Expertise, Alexandria, Va.; **Sophia Crumpton**, Ordnance and Explosives Directorate; **Karl Gullatte**, Engineering Directorate; **Devan Nordlund**, Contracting; **Bonnie Smith**, Installation Support and

Programs Management Directorate; and **Shannon Walls**, Contracting.

Farewell to Courtney Gibbs, Chemical Demilitarization Directorate; **Hank Hubbard**, Safety Office; and **Brad McCowan**, Environmental and Munitions Center of Expertise, Military Munitions Division.



US Army Corps of Engineers®

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BULLETIN

Commander..... Col. Nello Tortora
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Editor..... Becky Proaps



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The Bulletin asks:

What do you hope to accomplish in 2010?



Tommy Hunt
Engineering
Directorate

I hope to get an Enterprise Geographic Information System developed for Huntsville Center, as part of the I-Plan.



Tiffany Davis
Chemical
Demilitarization
Directorate

My main focus will be to make good grades and finish school, working toward graduating in May 2011.



Kawamaine
Dorsey
Installation
Support and
Programs
Management
Directorate

I want to begin establishing a career for myself. I'll concentrate on finding my niche and putting all my efforts toward reaching the career goals that I've established.



Lori Byrd
Security Office

My husband and I are new "empty nesters." This year I want to recreate the honeymoon period we NEVER had.

I'm focusing on what's important. I plan to exercise and spend more time with my family, friends and loved ones. I want to take my son on a long road trip in the fall, to get him used to driving after he turns 15. Also, I'm in the Leadership Development Program (LDP) and will work toward graduating in January 2011.



Karen Moore
Engineering
Directorate



Barbara Rich
Center
Contracting
Office

As always I plan to put God first, make time for family and friends, and to incorporate a healthier lifestyle. Achieving a well balanced work and personal life is important to me. Career wise, I am excited to begin FY 10 as a new supervisor in Contracting. The goals I have set for myself include forming a new team and accepting the challenges that go along with a new position. I will embrace the change and broaden my knowledge base to ensure I continue to grow as an acquisition professional.

HAPPY NEW YEAR!

Employee Spotlight : Dorothy Ray

What is your job title and where do you work?

I am a supervisory human capital management specialist in the Business Management Office. I have worked for the Corps of Engineers for seven months.

In your own words, what is your job?

I supervise a team of five employees who take the lead on Huntsville Center training coordination, the Leadership Development Program (LDP) Levels I, II and III efforts, manpower issues, and policy and procedures as they relate to National Security Personnel System and other personnel issues.

Which of the Campaign Plan goals and objectives apply to you? Actions 4a and 4d apply to me. Specifically, 4a which states in part, "Increase professional registration/certification across all Communities of Practice" and 4d which states in part, "Establish tools and systems to get the right people in the right jobs, then develop and retain the highly skilled work force."

How do you see your job making a difference and contributing to the Corps' success? I see my job as making a difference and contributing to the Corps' success by fostering consistent implementation of policy, affecting that policy in an efficient manner across the Center, and encouraging the accomplishment of both necessary training and developmental assignments in the various disciplines which will ultimately enhance the execution of professional services within the Center.



Photo by Jo Anita Miley

Audwin Davis, left, chief, Programs and Budget, Resource Management, meets with Dorothy Ray, supervisory human capital management specialist, Business Management Office.

What do you love about your job? I love the variety of and exposure to so many diverse missions and functions.

Any special moments/memories about your job you'd like to share? I'll always remember how kind the security guards were on the day of my interview for a job at the Center. Their kindness made me feel at ease. Such kindness seems to reverberate throughout the Center and is very memorable for me.

Editor's Note:

The Employee Spotlight is intended to let our Center employees shine for positively impacting our organization through mission achievements. Employees are nominated on a monthly basis, and are also featured on the Headquarters, Corps of Engineers Web site on a rotating basis. If you'd like to nominate someone within your office for this recognition, please contact Jo Anita Miley, Public Affairs Office, at 895-1585, or e-mail JoAnita.Miley@usace.army.mil.

Commander

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Center leadership the opportunity to work with USACE leaders to evaluate the Center's Implementation Plan and how the Center's contribution supports the USACE Campaign Plan goals. The USACE team will measure Huntsville's success in meeting IPlan objectives and

ultimately provide constructive feedback to improve overall operations.

As we head into the winter months, please take the time to make sure your vehicle is in top working order and that you have a few days worth of emergency supplies on hand at home. We never know when we may get an

ice event. It's best to be prepared. I'm looking forward to another very successful year for Huntsville Center. We will face many challenges with a huge workload, but working as a team, we will get it done. Thanks for all you do each day to make Huntsville Center great, and for your efforts in support of our great nation!

ISO auditors' list of top 10 favorite things

By Betty Neff
Business Management
Office

What does an ISO (International Organization for Standardization) auditor want? To prepare for Huntsville Center's ISO recertification audit in February, I developed the Top 10 List of the ISO auditors' favorite things.

1. Documented Standard Processes: These are the foundation of a Quality Management System (QMS). Auditors look for standard processes to control variation in project delivery. How do standard processes provide consistency? For one, repetition leads to excellence. Think of practicing the piano, dance routines or your golf swing to achieve excellent performance every time. Even more, the performance of standard processes can be controlled through metrics. Standard processes support the goal to reduce variation in project delivery.

2. Records: Auditors live to review records. Call it obsession. Call it shrewd. Auditors will not be denied their records. Unfortunately, records can be very incriminating when they are in disarray or, even worse, don't exist. Accurate records show that you followed the documented standard processes. So what are records? They include

PMPs, meeting minutes, contract files, CEFMS, P2, approval signatures, your timesheet — you get the idea.

3. Proof: The ability to produce accurate records with ease and grace is certain proof to ISO auditors that you are following the documented standard processes.

4. Huntsville Center's Quality Policy: This succinct statement summarizes our Senior Leaders' commitment to meeting requirements and to continual process improvement of our documented standard processes. If you don't have a Huntsville Center Quality Policy card, see your supervisor.

5. Improvement: Auditors know that continual process improvement begins with documented standard processes that are measured, monitored, analyzed and improved. The QMS is a continuous feedback system that needs performance data in order to build a better mousetrap.

6. Customer Focus: Auditors are just as concerned about our customers as we are; every ISO9000 requirement was written with the customer in mind. Although the QMS is not the actual project, it

makes the actual project better.

7. Root Cause Analysis: Auditors become almost giddy in the presence of root cause analysis. It's hard to keep them from floating to the ceiling. Why is root cause analysis so powerful? Because eliminating the true cause of a problem — rather than fixing symptoms — will have a lasting effect. Symptoms will return to plague you again and again. But eliminate the cause and you're done! You'll not have to deal with that problem again.

8. PMPs: Omigosh! Every ISO auditor who comes to Huntsville Center has read ER 5-1-11, the progenitor of the Project Management Business Process. Auditors think about PMPs on their way to work. They talk about them over coffee. They dream about them in their sleep. They cannot wait to get here to look at your

PMPs. There is no escape.

9. Preventive Action: "An ounce of prevention is worth a pound of cure." Need I say more?

10. Top Management Involvement: An ISO-certified QMS is top driven. Top management's responsibilities are critical. Senior leaders set quality policy, plan quality objectives, allocate resources and focus on the customer. They provide the tools we need to do our jobs, especially documented standard processes. Senior leaders monitor QMS performance, thereby reducing variation in the spirit of continual improvement. They seek root causes and watch for potholes in the road to the future. All in all, when it comes to ISO, top management is responsible for the system.

So there you have it. Only 10 items. What do you think? Can you deliver?

ISO-Certified Quality Management System

- Customer focused: Customer satisfaction survey
- Standard QMS processes: To access click the pyramid on your desktop:



ISO 9000 QMS Documents.Ink

- Continual process improvement: Lean Six Sigma

Quality Manager: Betty Neff (256) 895-1412
LSS Coach and Survey Administrator:
Sandy McAnally (256) 895-1393



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BUILDING STRONG®

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facilities beyond the program minimum is being pursued by most garrisons. About 2,850 electric and 650 natural gas meters were installed, putting the Army ahead of schedule.

The MDMS software and system administration contract was awarded, the system was approved for adoption into the Army domain of information systems, and the Defense Information Assurance Certification and Accreditation Program certification is on track for January completion.

Future — MDMS pilot demonstrations at Forts Lee, Va., Carson, Colo., and Stewart, Ga. are planned before the end of December. Connectivity of the MDMS to previously metered garrisons will follow. The goals are 49 garrisons online and software user training sessions by FY 2010 end.

Metering will continue for continental U.S. and overseas garrisons and USAR sites. Metering of Army National Guard facilities will begin if funding permits.

Energy Savings Performance Contracting

Purpose — This program delivers energy-reducing capital improvements that the garrison is unable to purchase outright. If the project can demonstrate energy cost savings greater

than the construction-plus-finance cost over a period of fewer than 25 years, an ESPC can provide the ability to pay over time at a fee no greater than the actual energy cost savings resulting from the project.

Headquarters, IMCOM, centrally funds Huntsville Center efforts to provide this service to garrisons. More than \$380 million in private-sector-financed infrastructure improvements have been constructed at 20 Army installations since FY 2000. Energy savings total about \$40 million per year.

FY 2009 — An ESPC project awarded at Aberdeen Proving Ground, Md., encompasses \$10.2 million in heating, ventilation and air conditioning renovations; window replacements; and steam system rehabilitation with a payback of 11 years. At Fort Bliss, Texas, an ESPC is providing \$9.4 million worth of lighting upgrades, lighting occupancy sensors, electric motor replacements, wall insulation, solar thermal system or domestic hot water systems, and solar photovoltaic systems with a payback of 23 years.

Future — Projects are planned at Camps Yongson, Humphreys and Daegu in South Korea; the U.S. Military Academy, West Point, N.Y.; Fort Buchanan, Puerto Rico; the Detroit Arsenal, Mich.; and another at Aberdeen Proving Ground. Demand for ESPC is expected to increase.

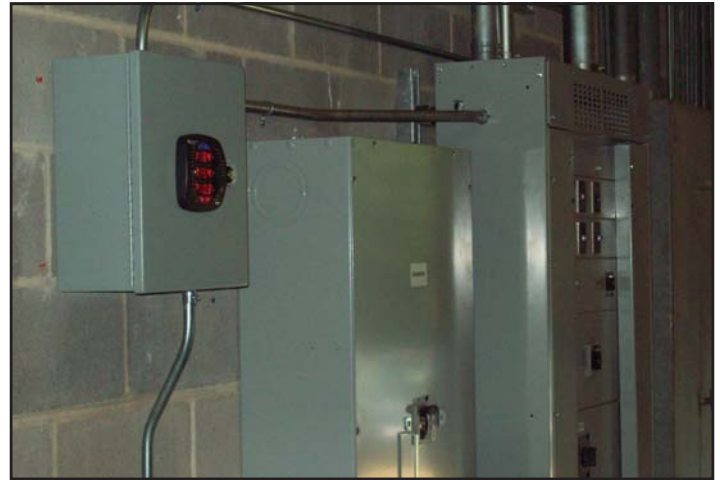


Photo by Patrick Holmes, Johnston Controls Huntsville

These advanced meters, part of the Army Metering Program, capture electricity and natural gas consumption at Redstone Arsenal, Ala.

Energy Engineering and Analysis Program

Purpose — This program, centrally funded by IMCOM, provides energy audits of installations. A team of subject matter experts from Huntsville Center, the Construction Engineering Research Laboratory, the Department of Energy and contractors identify and develop energy conservation measures and assist Directorates of Public Works in selecting the appropriate execution strategies.

The EEAP provides the appropriate project documentation, e.g., DD 1391s; data for input into IMCOM's Project Priority System, the scope of work for ESPC opportunities, life-cycle project cost estimates and energy savings payback analyses. One year later, the EEAP team evaluates progress and assists where needed.

FY 2009 — Energy audits

were completed at 24 installations; 2,083 Energy Conservation Measures were found with \$111 million per year energy savings and an average payback of fewer than four years; and 53 Energy Conservation Investment Program project DD 1391s were completed. A template to facilitate ECIP project DD1391 creation and to prevent omission of mandatory information that could jeopardize project funding approval was developed.

Future — Increased involvement in ECIP projects and assistance to Energy and Water Conservation Master Plans are expected in FY 2010. Planning is under way to double the number of energy audits.

Resource Efficiency Manager Program

Purpose — This program places resource efficiency managers, who are energy

expert consultants, at Army garrisons to help them meet energy goals by finding, developing and employing energy conservation measures and renewable energy projects. IMCOM funds the first year of REM services, and the garrison funds the subsequent year options.

REMs have identified energy savings opportunities as much as 10 times their annual salary cost and can provide valuable assistance in utilizing all energy project funding streams. If the REM does not produce a positive return on investment, his or her contract is not renewed.

FY 2009 — Huntsville Center awarded a national REM, indefinite delivery-indefinite quantity, multiple-award task-order contract consisting of five contractors with a \$40 million ceiling. Initial REM costs have since fallen by about 20 percent primarily due to competition among these best-in-industry contractors. The new contract includes ambitious measurable metrics.

REMs were placed at Central Energy Plant Fort Bragg, N.C., Presidio/Fort Ord, Calif., Fort Hamilton, N.Y., and Fort Benning, Ga. Expiring contracts were replaced using the new REM IDIQ at Forts Irwin, Calif., Sam Houston, Texas, and Bragg.

Future — More than 30 other garrisons have requested a REM. Huntsville Center is awaiting IMCOM's decision on the FY 2010 program budget.

Commercial Utilities Program

Purpose — This centrally funded program ensures utilities are purchased using the best terms and rates available, and utilities are resold to garrison tenants in compliance with policies and regulations at fair rates. The Army averages six utility rate hearings annually at which utility companies seek rate increases from 3 to 12 percent. The CUP provides a consultant to represent the Army as an expert witness at these

hearings, helping to avoid or minimize increases. The CUP also assists garrisons in reviewing utility billings to ensure the proper rates are being applied and to catch other kinds of errors.

The program has achieved savings and cost avoidances totaling more than \$103 million since 2004.

FY 2009 — The CUP saved the Army about \$12.5 million by intervening in three rate increase filings at a cost of \$962,000, thus producing an \$11.5 million return on investment. Three more filings are under review.

The program also discovered billing errors resulting in a \$3.5 million credit from Western Administration Power Authority for McAlester Army Ammunition Plant and Fort Sill, Okla. The CUP identified \$10

million in under-collected reimbursements from tenants at six garrisons. Utility procurement assessments for garrisons in Korea, Okinawa and Japan were completed, pending final reports. The program also assisted the Corps' Pacific Ocean Division with utilities privatization issues and Fort Irwin in negotiations for its water and wastewater treatment plant privatization project.

Future — In early FY 2010, the program will perform a cost-of-service study for electric and natural gas for the Status of Forces Agreement Utilities Subcommittee and the Korea Ministry of Strategy and Finance. Rate increase intervention efforts for Fort

Leonard Wood, Mo., will continue. As rate ceilings expire in many states, more utility rate increase interventions are anticipated.

Army Stationing Facilities Support

Purpose — ASFS coordinates facilities requirements analyses and leads planning charrettes for Army installations that will move more than 140,000 personnel over the next four



Photo by Alicia Allen

Furniture in a Fort Bliss barracks was placed there through Huntsville Center's Furniture Program.

years. ASFS also provides IMCOM with centralized programmatic support for master planning and Military Construction programming. Support includes managing program resources, normalizing costs associated with requirements analyses, planning charrettes, and Office of the Assistant Chief of Staff for Installation Management- and IMCOM-directed studies.

FY 2009 — ASFS provided economic analyses for 811 relocatable facilities at six installations, including lease and buy analyses and source-of-funding determinations for Corps districts and installations, and putting together relocatable facility request packages.

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ASFS provided planning products tasked by IMCOM, including infrastructure assessments, preparation of area development guides and development of specific facility type analyses.

MILCON Transformation Center of Standardization

Purpose — The facilities to support a larger Army organized according to Army modular concepts are critical to the success of the Grow the Army program. Huntsville Center leads COS efforts for 17 facility types and is working with proponents to develop Army standards for physical fitness facilities; fire stations; consolidated fire, safety and security facilities; and Soldier Family support centers.

FY 2009 — The COS, in partnership with geographic Corps districts, awarded more than \$221.3 million of MILCON in direct support of this strategic initiative. The COS responded to the five-fold increase in its workload and managed the award of 25 child development centers, physical fitness facilities, and fire and emergency services centers.

To aid planning and programming of future facilities, the COS also prepared template DD 1391s, available through the Programming Administration and Execution

processor, for Army Community Service centers, physical fitness facilities, youth centers and fire stations.

Future — Template DD 1391s for child development centers and consolidated fire, safety and security facilities are going through final coordination. The COS is refining standard designs for each facility, writing standard request-for-proposal language and, in partnership with geographic districts, is working to award nine projects in FY 2010.

Ranges and Training Lands Program

Purpose — The RTLP provides program management and engineering support to the Army's Range Modernization Program, which consists of more than 250 Army, USAR and National Guard projects. Support includes establishing engineering criteria and standard designs, initial planning and site selection, facilitating planning charrettes and preparing MILCON programming documentation. RTLP provides programmatic oversight and technical support to Corps districts responsible for design and construction of range projects.

Project assessments evaluate the project from these functional areas: training capability, surface danger zone capability, constructability and standard design compliance, National

Environmental Policy Act, telecommunications infrastructure and unexploded ordnance.

Facilities Reduction/ Demolition Program

Purpose — The Facilities Reduction Program, centrally funded by OACSIM and IMCOM, removes

excess facilities that undermine justification for new facility construction, and waste energy and operations and maintenance dollars.

The two most important FRP metrics are cost per square foot and percent diversion. OACSIM policy recommends a minimum of 50 percent of a demolished building's weight be diverted from landfill wherever economical. By maximizing recycling, grinding concrete for engineered fill and aggregate for other uses, the FRP team has achieved an average diversion rate of 71 percent, including those few facilities for which 50 percent diversion could not be economically achieved.

FY 2009 — The FRP obligated about \$48.1 million for excess facility removal or demolition totaling 3.97 million square feet, a significant increase over FY 2008's \$31 million, the previous high water mark for the program. An influx of new federal customers, such as NASA, the Defense Logistics Agency and the U.S. Air Force, joined the Army and Army Reserve for Huntsville Center's demolition expertise and best value contracting capability.

Total diversion was 150,000 tons. Huntsville Center also awarded the first of four new regional MATOCs.

Future — The remaining regional MATOCs are to be awarded by the end of the first quarter FY 2010. Each region will have four to five of the industry's best demolition contractors that will compete for demolition projects over the next five years. The total programmatic contract capacity is \$240 million. The FRP team is also developing additional contracts for performing asbestos-containing and other regulated material surveys.

Access Control Point Program

Purpose — The ACP Program, centrally funded by the Office of the Provost Marshal General through the



Courtesy photo

Zussman Village, a Combined Arms Collective Training Facility, at Fort Knox, Ky.



Photo by Gary Daniel, Shearer and Associates

The ACP Program enabled security upgrades at a Fort Carson gate.

Product Manager for Force Protection Systems, provides the installed equipment needed to make entry gates at Army installations comply with Army standards.

FY 2009 — The ACP Program awarded more than 300 contract actions totaling more than \$106 million for the design and installation of physical and electronic security systems at 85 continental U.S. and overseas garrisons. Included was the Automated Installation Entry system, which provides an electronic vehicle and personnel entry control system designed to minimize manpower costs and vet vehicle and operator credentials against an active database.

ACP security upgrades were completed at five garrisons: Letterkenny Army Depot, Pa., Fort Campbell, Ky., Military Ocean Terminal Sunny Point, S.C., Fort Carson, Colo., and Bluegrass Army Depot, Ky. Twenty-six other garrisons are in the execution phase.

Designs for active vehicle barriers and site preparation for future fielding of AIE

were awarded at 36 European garrisons.

AIE installation was completed at Letterkenny. The AIE design was completed for Fort Campbell and is under way at Military Ocean Terminal Sunny Point. Modifications to bring previously installed vehicle barriers up to current Army standards were implemented at seven garrisons.

Future — Project starts, including AIE site preparation, will continue during FY 2010 at a slower pace due to reduced funding. Planning is under way to obtain regional contracts and centralized funding for the maintenance of the installed ACP equipment.

Utility Monitoring and Control Systems Program

Purpose — The UMCS Program supports customers at multiple Army garrisons, Department of Defense and other federal agencies.

FY 2009 — UMCS awarded about 430 utility monitoring

systems for 412 in-bound lanes were completed for 181 ACPs at 45 garrisons.

In addition, contracts for security upgrades to include vehicle barriers

and control systems contracts for \$170 million to push total current workload to an average of 550 projects with a contract value of almost \$450 million.

Furniture Program

Purpose — The Furniture Program manages the procurement and delivery of furniture and furnishings for new and renovated barracks and administrative facilities. The program uses standardized and efficient processes, including electronic ordering.

FY 2009 — Huntsville Center procured barracks furniture for 56,795 Soldier living spaces and 374 administrative buildings.

Integrated Modular Medical Support Systems

Purpose — The IMMSS program provides furniture systems for U.S. Army medical facilities. IMMSS systems are modular, reusable, reconfigurable furniture systems that meet medical facility codes and standards, and provide finishes that integrate with the Army's interior design standard for medical facilities. Other services include design, reconfiguration and restoration of existing systems, maintenance, clinical analysis, fabric panel replacement, inventory and product orientation training.

FY 2009 — IMMSS awarded 322 orders, valued at \$24.6 million, for more

than 100 different facilities. This quantity was a 38 percent increase in task orders and 15 percent in obligations over FY 2008. Using innovative contracting techniques, these orders totaled \$1.06 million below the planned budgets.

The largest customers included Forts Lewis, Wash., Sam Houston, Carson, Bliss, Walter Reed Army Medical Center, D.C., and facilities in Germany and Korea. Orders at 24 other installations were also completed.

Future — Work is under way to establish contracts for systems furniture requirements for the next five years for the current missions in existing facilities, as well as initial outfitting and transition for new medical facilities. These contracts should be in place by January. Huntsville Center also anticipates expanding the program in the next year to provide nonsystems, or "loose," furniture for medical facilities.

Medical Repair and Renewal Program

Purpose — The MRR Program provides a fast, efficient method for design and execution of all types of medical facility repairs, renovations and minor construction projects. MRR provides program and project management, engineering, contracting and construction support to DoD and non-DoD agencies.

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FY 2009 — The program is managing more than \$516 million in awarded medical facility repair and renovation projects for the U.S. Army Medical Command, the Air Force, the Navy and the Department of Veterans Affairs. MRR awarded more than \$130 million of these projects in FY 2009, including \$34 million in Wounded, Ill and Injured-funded projects and about \$28 million in American Recovery and Reinvestment Act projects.

Future — The MRR Program began FY 2010 by awarding additional ARRA projects and will be assisting the Corps' Southwestern Division with executing a large hospital renovation project at Fort Bliss.

Facilities Repair and Renewal Program

Purpose — The FRR Program offers a fast track efficient method for design and execution of all types of facility repairs, renovations and minor construction. This program is available to all districts and their customers as part of the Corps' "one-door-to-the Corps" policy. The key to the program's success is innovative use of IDIQ service and construction



Courtesy photo

The Statue of Liberty in New York is one of Huntsville Center's many ESS projects.

contracts covering all 50 states plus U.S. territories.

The FRR Program has two execution strategies. The architect-engineer IDIQ service contracts provide a wide range of support including designs, studies, investigations, surveying and mapping, tests and planning. The design-build IDIQ

construction contracts are MATOC contracts with design-build capabilities.

FY 2009 — FRR awarded more than \$130 million in repair, renewal and construction contracts, of which \$83 million were

ARRA projects. There were 33 new awards, 20 of which covered 35 ARRA projects, including facilities repairs, paving and construction of visitors' centers.

Operations and Maintenance Engineering Enhancement Program

Purpose — OMEE was established to provide O&M services for DoD Medical Treatment Facilities. The program awards task orders to qualified medical maintenance contractors under OMEE IDIQ contracts. Support includes preventive maintenance, corrective maintenance, minor renovation projects, grounds maintenance, pest management, equipment inventories, condition assessments, aseptic management services and biomedical equipment maintenance.

FY 2009 — Currently, OMEE provides O&M services for 35 Army, Navy and Air Force medical centers for an annual value of \$76 million.

Electronic Security Systems Program

Purpose — The ESS Program supports customers at Army garrisons worldwide, the National Guard Bureau, Marine Forces Reserve, Department of Homeland Security, DoD and other federal agencies

FY 2009 — ESS awarded about 162 electronic security system contract actions for \$48.7 million to push the total current workload to an average of 140 projects with a contract value of about \$120 million.



Courtesy photo

82nd Airborne Division Headquarters, Fort Bragg, N.C.

Safety Corner

Time to think about workplace safety

By Hank Hubbard
Safety Office

Now that the holiday season is over, everyone has enjoyed their time with families and friends over the holidays, most of us have had waaaaay too much to eat, and most of us have had a brief respite from the daily rigors of work and associated stress — it is time to get “back in the harness” again and knuckle down in our day-to-day jobs/duties. Hopefully, everyone had a safe holiday season.

What is workplace safety? Workplace safety is about **preventing** injuries and protecting the health of our Soldiers, Department of the Army Civilians and our contractors by ensuring safe and healthy workplaces, whether it is in building 4820 University Square or in the middle of Timbuktu. It's about protecting USACE's most valuable asset — **YOU**. By protecting you, our workplace safety program assists our commander and USACE in “getting the job done” and completing our assigned missions.

Each duty day brings its own unique set of hazards to the workplace. Because of our daily routines, it's easy to get complacent and not recognize these hazards. A proactive workplace safety program reduces risks by identifying the hazards and developing control measures **BEFORE** accidents occur. It also looks at the relationships between employees, their duties, equipment and tools, and working environment.

The workplace safety program manages the following hazards, to mention a few:

Electrical
(shock/short circuit, fire)

Ergonomics
(strain, human error)

Slips, trips and falls

Fire/heat burns (burns, smoke inhalation)

Mechanical (vibration, chafing, amputations)

Noise (hearing damage, stress)

Visibility (lack of proper lighting, obstructed vision)

Weather (snow, rain, wind, or ice that increases or creates a hazard)

Material handling

Power tools



Does workplace safety apply to me? Absolutely, bottom line is — **YES**. The goal of the workplace safety program is to **PREVENT** accidents and injuries by complying with OSHA standards and effectively using Composite Risk Management. This program specifically targets our assigned Soldiers and DA Civilians performing non-combat roles during training, contingency operations, field operations, and office and industrial operations. Make 2010 our **safest** year ever.

Center hosts small business forum

Mike Alexander, left, deputy for Small Business Programs, U.S. Army Engineering and Support Center, meets with three representatives from various small and large businesses attending the 10th annual Small Business Forum Dec. 18 at the University of Alabama in Huntsville. Huntsville Center hosts the event for organizations interested in doing business with the federal government. It gives these large and small businesses the opportunity to learn more about Huntsville Center contracting and to network with other businesses. More than 30 project and program managers, along with representatives from the contracting office were available to discuss upcoming contract possibilities with the attendees.



Photo by Jo Anita Miley

Time for annual Scale Back Alabama contest

It's that time of year for new beginnings and healthy habits.

Now in its fourth year, Scale Back Alabama, a statewide weight-loss contest, will start in January with the kickoff the week of Jan. 23.

The purpose of the 10-week contest is to encourage Alabamians to lose weight, to exercise and to have fun while doing it.

Last year's campaign drew more than 40,000 people in almost every county across Alabama with a cumulative reported weight loss of almost 200,000 pounds.

"Huntsville Center had 132 people who participated in last year's campaign

and together they lost 763 pounds," said Marsha Russell, the Fitness for You director. "It would be great to do even better this year. Start thinking about your team of

four and a name for your team.

"This contest is a wonderful way to get in shape and to become healthier," Russell said. "It provides a very fun and competitive approach to exercising and eating right."

To help get people moti-

vated, there will also be a new class schedule beginning in January. Monday and Wednesday lunchtime classes will be body pump-up. Tuesday and Thursday lunchtime classes will be Pilates. Friday lunchtime classes will be a combination of the two.

The contest is open to all employees who work at the Center, to include contractors, consultants and government annuitant employees.

For weight-loss tips and other resources, go to www.scalebackalabama.com.

For more information about forming a team or the new classes, call Russell at 895-1108.



Photo by Jo Anita Miley

Thanks for your service

James Balocki, right, chief, Environmental Community of Practice, presents Brad McCowan, Environmental and Munitions Center of Expertise, Military Munitions Division, with a three-star coin and certificate in appreciation of his 33 years of service to the U.S., his 17 years with the Corps of Engineers and his three deployments. Balocki presented the impromptu award during the 2009 M2S2 Conference at the University of Alabama in Huntsville, Dec. 16. More than 440 representatives from the U.S. Army, other federal and state agencies and industry partners attended the annual event, Dec. 15 - 17.

3-D technology transforms design process

By Becky Proaps
Public Affairs Office

The U.S. Army Engineering and Support Center, Huntsville, is using cutting-edge computer technology to speed up and improve the quality of standard facility designs.

Building Information Modeling is a new three dimensional (3-D) design approach to facility design, construction and maintenance.

“Developing and maintaining a capability to design a facility in BIM is crucial to Huntsville Center’s ability to meet our mission and lead our industry in engineering and construction design tools. BIM is just the next tool in the evolution of how engineers and architects design a facility but it is crucial for us to stay on the leading edge of our profession,” said Boyce Ross, chief, Engineering Directorate.

“BIM technology is the cutting edge in regard to facility design, not just for Huntsville Center and the Corps of Engineers but for the whole design and construction industry,” said Sandy Wood, a mechanical engineer serving as the Center’s Engineering Directorate’s Center of Standardization integrator. “Although BIM has been around for years, no large agency or organization has really pushed its use or development until the Corps became involved.

“The goal is to use BIM as a tool to help lower construction costs and shorten schedules for COS facilities,” Wood said. “Being a leader in BIM development and implementation is allowing the Corps to both define and set the standards to be used by the entire architect-engineer (A-E) community. Such leadership and initiatives are important strides in moving from good to great.”

For years, the Corps has maintained standard designs on a variety of facility types, such as fire stations, physical fitness facilities and child development



This is a sample of the 3-D technology known as Building Information Modeling (BIM).

centers. However, these standards were based upon traditional design and construction methods. To improve the design process, the Army Corps of Engineers is applying BIM technology in coordination with the existing standard design program.

Based upon the success of the COS program, it appears that in the very near future HQ, USACE will mandate the use of BIM on all new design projects, Wood said.

The BIM process is very similar to a conventional design process with the exception that the design team focuses about the first 65 percent of the effort on developing a data-rich, 3-D model of the facility. BIM also makes the design process easier. Information is entered into the computer one time and linked accordingly; most 2-D drawings are generated automatically; quantity take-offs are much easier and more reliable; and interferences between disciplines are readily known.

“BIM is a hot topic in the industry right now and many public and private owners are mandating BIM on their projects and even when it isn’t mandated, many design/construction firms are adopting it on their own,”

said Arthur Dohrman, chief, Geotechnical Branch, Engineering Directorate and COS expert. “The immediate benefit is clash or interference detection, which can pay for itself in avoided rework during construction. It has the potential to allow electronic design data transfer from designers to constructors to suppliers.”

The use of BIM can reduce change orders during construction; it improves visualization of the end product; and it links all vital construction data. It also helps in improved cost estimating and allows for the linking of operations and maintenance data to the design.

The Center’s in-house personnel have developed seven preliminary BIM designs to date for the Centers of Standardization program. Six of the designs are child development centers while one design is a fire station. For FY 2010, Huntsville Center has been funded to develop a training support center, an Army Community Service center and various medical facility modules.

BIM is able to achieve such improvements by modeling

See BIM on page 15

Corps of Engineers prepares for Iraqi elections

By Mike Scheck
Gulf Region District
U.S. Army Corps of Engineers

BAGHDAD, IRAQ — In preparation for the upcoming Iraqi national elections, the Gulf Region District of the U.S. Army Corps of Engineers is serving as the managing partner for the construction of 15 “expedient police stations” in northern Iraq.

The police station design is similar to the living conditions of compounds on U.S. installations in Iraq. The area is cordoned off with concrete T-walls, a staple of the force-protection measures in Iraq. The office and living quarters within the stations are containerized housing units set on concrete blocks. An entry control point is the only access into the station, and it’s backed-up by a metal sliding door.

The stations also have a central parking lot for police vehicles, and each station will have a generator unit to provide uninterrupted electrical power. The stations cost about \$1 million with all of the current modifications and are scheduled to be completed by January. Funding for the police stations is provided by the Iraq Security Forces Fund.

The Corps of Engineers also is improving the quality of life for Iraqi police officers in a number of

Baghdad-area police stations, with current renovation projects ranging from minor cosmetic upgrades to complete major construction overhauls with oversight from Gulf Region District’s Baghdad Area Office. The contract expenditures range from \$278,000 for renovations to \$1.4 million for the construction of several new fully functioning police stations in and around Baghdad.

Renovations to the police stations include upgrades to electrical distribution systems, repair and replacement of sewer and potable water systems, upgrades to communication systems and the addition of fueling and pump island stations. Some stations also will receive new perimeter walls, an entry control point, guard towers and a new parking lot.

Army Maj. Chad Wendolek, officer in charge of the USACE International Zone Resident Office, said the sites designated for renovation and new construction met two criteria.

“The strategic positioning of each police station should help balance out protection throughout the area and display to the local population that the Iraqi police are in control,” he said.

Wendolek called the national police



U.S. Army photo by Scott Harris

Army Col. Dan Anninos, center, commander of the U.S. Army Corps of Engineers Gulf Region District, inspects the progress of an expedient police station in Mosul, Iraq, with project engineer Navy Lt. Cmdr. Frank Carroll, left, and Larry Petrosino, the district’s deputy of program management.

rest site under construction the “cornerstone” of the law enforcement project.

“This \$13 million project will act as the command and control node for all police stations and will house the majority of the prime decision-makers for the Iraqi police,” he said. “Due to its location, it will serve as a symbol of the commitment to the rule of law by the Iraqi people.”

Even the Baghdad Police divisional headquarters is on the renovation list. Upgrades include construction of a guard ready room, addition of a second floor to the engineering wing and minor repairs to the interior and exterior walls and doors.

The projects are scheduled to be completed by late summer.

The U.S. Army Corps of Engineers in Iraq has completed thousands of reconstruction projects in partnership with the U.S. and Iraqi governments. Since 2004, USACE has completed 5,257 projects throughout Iraq valued at more than \$8.9 billion, and has 361 projects ongoing.



U.S. Army photo by Mike Scheck

Containerized housing units will serve as living quarters, shower facilities and office space for expedient police stations under construction in northern Iraq.

Center celebrates holidays by giving generously

Chuck Williams, attorney, Office of Counsel, helps GSgt. Wayne Byron from Kilo Battery, 2nd Battalion, 14th Marine Corps Reserve, load Toys for Tots donated by Huntsville Center employees. The toy drive was part of the Center's holiday celebration "Season for Hope" Dec. 4. Other activities included refreshments in the lobby, the Center's choir, led by Linda Mershman, providing holiday music and a town hall. During the town hall, Col. Nello Tortora, commander, Huntsville Center, announced the winners of the door decorating contest and the poetry contest. First place in the door decorating contest went to the Contracting Pre-Award Branch; second place went to Installation Support and Programs Management Directorate's Electronic and Technology Security Division, and the Chemical Demilitarization Directorate took third place. Benny Pitsinger was the big winner in the holiday poetry contest, with Shelly Barnes taking second place and Nancy Book winning third place.



Photo by James Campbell

BIM

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representations of the actual parts and pieces being used to build a building. This is a substantial shift from the traditional computer aided drafting method of drawing with vector file-based lines that combine to represent objects.

BIM applies the four components of engineering — mechanical, electrical, structural and architectural, but it also uses intelligent graphics.

"The intelligent graphics feature of the software is very beneficial," Wood said. "This new tool allows us to place a pipe in a design and find all the attributes of the pipe. Each graphic is linked to a database that contains various attributes and reports. Before you would just draw a line to represent

the pipe, and you couldn't extract useful information."

BIM also allows the team to see their mistakes before they finalize the design.

"If a designer is unsure of a particular aspect of the design, he can run an interference check," Wood said. "This check will quickly identify any conflicts in the design. Once he sees the conflict, he can easily go back and correct deficiencies.

"Following the modeling development, the team then extracts two-dimensional drawings from the model," Wood said. "The remaining effort of the design is typically to refine the model and complete the 2-D drawings. The 2-D drawings are awarded just like any other design contract."

"With BIM, we can take a project that normally takes

four months to design and design it in two months," said James Dunn, lead architect for the child development center design.

Attributes are assigned to each element within the model, such as size, material of construction, what system it belongs to, etc., and if those attributes include maintenance requirements (e.g., when to change air filters) then the building operator can use the model to generate a comprehensive maintenance schedule and budget and actively manage the maintenance program, Dohrman said.

"The potential to use BIM for operations and maintenance of the building through its life cycle, even to the point of telling the demolition contractor what materials are in the building at the end of its life is a

plus," Dohrman said.

"The Army hasn't gone that far yet, and I don't think very many private owners have gone that far, but I believe in five to 10 years it will be the norm throughout the industry to use BIM for O&M," Dohrman said.

But with every new design approach comes challenges and lessons learned.

"BIM forces engineers and architects to look at all aspects of a design at a much deeper level since most objects are interrelated with one another," Wood said. "Unlike typical 2-D designs where a lot of the decisions about details can be left up to the contractor, BIM forces very detailed decisions from the very beginning. These extra decisions typically require additional time and research, but in the end, the designs are worth the effort."

Ethics Corner

What is a DAEO?

**By Chris Paden
Office of Counsel**

What is a DAEO? For the vast majority of you, this article will be a review of what was stated in the 2009 annual ethics training. In that regard, let me express my thanks to you for attending. I hope you learned something and felt it was indeed better than being euthanized.

For those of you who remember, I stated the last slide that was shown in the training was the most important. It was. The slide simply had my boss's, Margaret Simmons', contact information (x1100). The reason that simple slide was so important is because it stated that Margaret Simmons is the Huntsville Center's Designated Agency's Ethics Official (DAEO).

What is so important about knowing who the DAEO is? Well, it's simple. The DAEO has the ability to provide you with ethics advice that if you follow it, you will be immune from the penalties for violating the ethics rules. In

other words, the DAEO can give you a "get out of jail free" card, so to speak.

The ethics rules state at § 2635.107 Ethics advice:

b. Disciplinary action for violating this part or any supplemental agency regulations will not be taken against an employee who has engaged in conduct in good faith reliance upon the advice of an agency ethics official, provided that the employee, in seeking such advice, has made full disclosure of all relevant circumstances. Where the employee's conduct violates a criminal statute, reliance on the advice of an agency ethics official cannot ensure that the employee will not be prosecuted under that statute. However, good faith reliance on the advice of an agency ethics official is a factor that may be taken into account by the Department of Justice in the selection of cases for prosecution.

So as you can see, the advice the DAEO provides isn't really a get out of jail free card because you could still be prosecuted if your actions violate criminal law. However, the Department of Justice will use your good faith reliance as a factor to

determine whether you'll be prosecuted for the violation.

More importantly, and more applicably, is that the advice of the DAEO protects you from disciplinary action if you follow the advice of the DAEO. There is a caveat, however. The statute states this immunity from disciplinary action is conditioned on "the employee, in seeking such advice, has made full disclosure of all relevant circumstances." In other words, so long as you provide a full disclosure of the facts and circumstances surrounding your dilemma, following the advice of the DAEO protects you. But remember, the worst thing you can hear from a DAEO is "If I knew that, my answer would have been different."

Again, thanks for attending the 2009 annual ethics training. I'll see you again in 2010. I would also like to give a special shout out to those two guys that were walking in the hallway before my first session and making the "better than being euthanized" remark. You got my training off to a good start.

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ADDRESS CORRECTION REQUESTED